

COMPLIMENTS OF

Frank Easterly's



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ARTICLES:

• **NOODLING THE NUMBERS—THANKSGIVING TRIVIA**

• **MANTRAS—QUOTABLE QUOTES**

• **MANAGEMENT MEDITATIONS—ETHICS IS KING**

• **BRAIN FOOD BONUS—GOOD QUESTIONS TO ASK WHEN YOU'RE THE INTERVIEWEE**

• **MANAGEMENT METHODS—BEST PRACTICES ON THE FUNDAMENTALS**

• **LEARNING SUMMARY**

BRAIN FOOD...

Published for the clients, associates, and friends of Frank Easterly's LEGACY DEVELOPMENT GROUP who search for unique tools, tips, and techniques to improve the human side of organizations... and who yearn to leave a lasting legacy both personally and professionally.

Noodling the Numbers: Thanksgiving Trivia

1. While the first Thanksgiving was in 1621, it didn't become a national holiday until 1863.
Who issued the proclamation?
2. Americans consume about 14 pounds of turkey annually.
When does most of it get eaten?
3. In 2004, the U.S. raised 263 million turkeys.
Which state was the top producer?
4. In 2004, about 658 million pounds of cranberries were produced.
Which state produced the majority?
5. In 2003, 805 million pounds of pumpkins were produced.
Which state led pumpkin production?
6. Thanksgiving became a national holiday due to what woman who was editor of a magazine?
7. Which president was the first to declare Thanksgiving be held on the fourth Thursday of the month?
8. What is the percentage of white and dark meat for a 15-pound turkey?
9. Do all turkeys gobble?
10. Who eats the most turkey?



- Answers:**
1. Abraham Lincoln
 2. Thanksgiving weekend
 3. Minnesota
 4. Massachusetts
 5. Illinois
 6. Sarah Hale, editor of *Godey's Lady's Book*, 1858
 7. Franklin D. Roosevelt
 8. 70% white meat and 30% dark meat
 9. Only male turkeys (toms) gobble; females (hens) make a clicking noise.
 10. Californians are the biggest turkey eaters in the country. They eat three pounds more turkey than the average American consumer.

Mantras: Quotable Quotes

"It's easy to make a buck. It's a lot tougher to make a difference." ~Tom Brokaw

"If you think of vision and mission as an organization's head and heart, the values it holds are its soul." ~V.R. Buzzotta, Ph.D.

"Expedients are for the hour, principles for the ages." ~H.W. Beecher

"(Some people) have a wonderful capacity to appreciate again and again, freshly and naively the basic goods of life, with awe, pleasure, wonder, and even ecstasy."
~A.H. Maslow

"You can tell whether a man is clever by his answers. You can tell whether a man is wise by his questions." ~Naguib Mahfouz

"The reason why worry kills more people than work is that more people worry than work."
~Robert Frost



One Person
One Rule
One Month.....



ONE RULE FOR
EVERYONE
AND
EVERYTHING

Management Meditations: Ethics is King

There is nothing that eats away, long term, at the heart and soul, drive and motivation of an organization and its people more than unethical decision making and behavior. I won't even argue this point. If you don't buy it, you're either blind, inexperienced or a rationalizer.

I want to share with you some of the most powerful one-sentence statements I've read about ethics from the book *The Power of One*, a companion workbook to *There's No Such Thing as Business Ethics* by John Maxwell. I've used one "driving thought" each day as a focal point of my daily management meditation.

The premise of the book: "If one person will intentionally take the golden rule which we refer to as the One Rule, and practice it like a religious zealot for one month, a remarkable thing will happen. The ethical watermark will go up in any environment. That is the Power of One. One Person, One Rule, One Month."

TWENTY-TWO DRIVING THOUGHTS – ONE FOR EACH WORKING DAY OF THE MONTH

1. **THE POWER OF ONE**
Driving Thought: The Power of One means that I treat everyone – no matter his or her position in life – as I would want to be treated.
2. **WANTED: ONE ETHICAL LEADER**
Driving Thought: The Power of One believes that the influence of one person or one idea can alter the whole world in a positive, real way.
3. **THE ETHICAL DILEMMA**
Driving Thought: The Power of One means that I courageously choose the right over the wrong, the good over the bad, and leave the outcome to God.
4. **CHARACTER + COMPETENCE = SUCCESS**
Driving Thought: The Power of One gains strength when I meld my character and competence to exert a single imprint of influence.
5. **ONE RULE FOR EVERYONE**
Driving Thought: The Power of One means that regardless of my background or station in life, the golden rule shapes how I think and what I do and can be applied to everyone . . . everywhere.
6. **ONE RULE FOR EVERYTHING**
Driving Thought: The Power of One means there is never a situation or setting in which the golden rule can't help.
7. **THE GOLDEN RULE IS EASY TO UNDERSTAND**
Driving Thought: The Power of One is easy enough for a child and tough enough for an adult.
8. **THE GOLDEN RULE IS A WIN-WIN PHILOSOPHY**
Driving Thought: The Power of One leaves no losers or victims at the table.
9. **I WANT TO BE TRUSTED**
Driving Thought: The Power of One means that I give others the benefit of the doubt and choose to believe in their goodness.
10. **I WANT TO BE RESPECTED**
Driving Thought: The Power of One means that I respect people, and sometimes need to take action that helps drive the level of respect up – for others and for myself.

Continued...

Twenty Two Driving Thoughts—One for Each Working Day of the Month

11. I WANT TO BE UNDERSTOOD

Driving Thought: The Power of One is built on quick forgiveness, quiet consideration, and the spirit of the second chance.

12. I DON'T WANT OTHERS TO TAKE ADVANTAGE OF ME

Driving Thought: The Power of One means that I come to grips with the fact that others will treat me unfairly sometimes – but that won't deter me from the golden walk.

13. TALENT IS A GIFT; CHARACTER IS A CHOICE

Driving Thought: The Power of One requires that I steward my own character and integrity and realize that I alone tarnish it.

14. PRESSURE CAN TARNISH THE GOLDEN TOUCH

Driving Thought: The Power of One holds up under the force of peer pressure.

15. POWER CAN TARNISH THE GOLDEN TOUCH

Driving Thought: The Power of One means that I keep a close watch on how I think about power and how I use it.

16. PRIDE CAN TARNISH THE GOLDEN TOUCH

Driving Thought: The Power of One means that I never let my pride elevate me above others and make everything all about me.

17. ASK OTHERS TO HOLD YOU ACCOUNTABLE FOR YOUR ACTIONS

Driving Thought: The Power of One understands that leaning on others for an outside perspective can keep us out of the ditch.

18. STANDING UP WITHOUT ALWAYS STANDING OUT

Driving Thought: The Power of One doesn't mean that I cause commotion or draw attention to myself in every stand for the good, the right, and the true.

19. HELP PEOPLE WHO CAN'T HELP YOU

Driving Thought: The Power of One helps others simply because it is the good, the right, and the true thing to do, without any thought of reciprocation.

20. DO RIGHT WHEN IT'S NATURAL TO DO WRONG

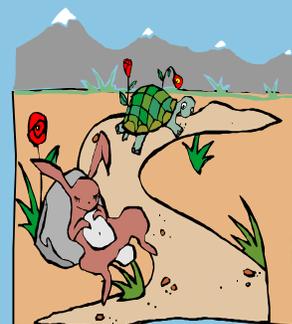
Driving Thought: The Power of One means that regardless of personal cost or strength of opposition, I continue to pursue what is right – both for me and for others.

21. KEEP YOUR PROMISES EVEN WHEN IT HURTS

Driving Thought: The Power of One requires a stubborn determination to do the right thing even in the face of pain.

22. THE FINISH LINE: GO FOR THE GOLDEN RULE

Driving Thought: The Power of One requires that I focus on the marathon view of life, realizing that a well-done finish is greater than an enthusiastic start.



... focus
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Brain Food Bonus: Good Questions to Ask When You're the Interviewee

Generally, when you get interviewed for a position, you feel on the spot and that the questions are flying your way. There are, however, hundreds of good questions you can ask that will:

1. Show you're a thinking candidate, and
2. Will help you determine whether the position is right for you!

Here's just a few by category:

1. About the company
 - How does the organization measure success? In the light of those measures, how has the company done in the last several years?
 - What are the critical challenges facing the company now?
 - What kind of people seem to succeed in the company?
 - What distinguishes the company from its competitors?
2. About the department (you'll be working in):
 - What are its current goals and objectives?
 - How well is the department progressing in those goals?
 - What challenges is the department currently facing?
 - How does this department fit into the organizational chart? Who reports to whom?
 - What kinds of people succeed in this department?



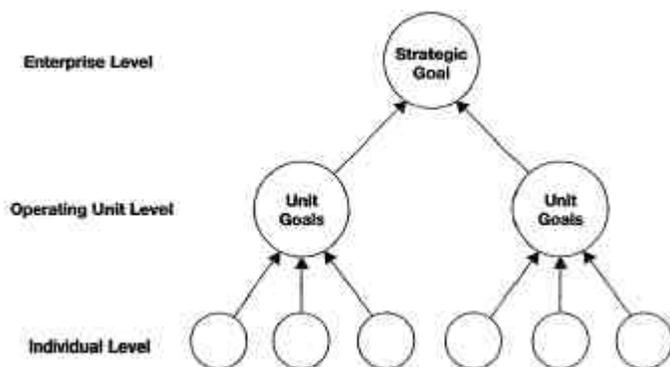
3. About the job:
 - What does a typical day look like for people in my position who are succeeding?
 - How did this position (I'm a candidate for) come available?
 - What metrics will be used to assess my progress and success?
 - What will my biggest challenges be?
 - What three things will need my immediate attention?
4. After the interview:
 - How badly do I want this job?
 - What did I say, to whom, and how did it go over?
 - What can I expect now?
 - Can I really do the job?
 - Do I see myself fitting in?
 - Do I want to do this job and for what in return (compensation, benefits, perks, etc.)

Management Methods: Best Practices on the FUNdamentals

Based on the overwhelming, positive response from last issue's article entitled "Best Practices from the Doers and the Researchers," I'm going to review the FUNdamentals of Management Methods. Management isn't always fun, but it's never fun (for you or members of your work team) if you're not doing the basics extremely well. Over the next few issues I'll be reviewing topics like: setting goals that actually get pursued, hiring and keeping top talent, delegating, managing yourself and your time, building effective teams, conducting motivational appraisal and coaching sessions, working with difficult folks, dealing with crises, becoming a leader, and making strategy that works. True to our format, I'll be highlighting, summarizing in bullets and diagramming so it's easy to read, comprehend and use. Let me know if the series works for you and makes managing more FUN!

SETTING GOALS THAT ACTUALLY GET PURSUED

Step 1: Ensure Goal Alignment



Step 2: Check to ensure that your goals pass this "effectiveness" test. Goals must be:

1. recognized by all as important
2. clear and easy to understand
3. written using specific terms
4. measurable with a time frame
5. aligned with the organization's strategy
6. achievable, but challenging
7. supported by appropriate rewards

Brain Food Bonus Continued....

Step 3: Avoid these two common mistakes:

1. Unestablished or unclear performance metrics against which achievement is measured, and
2. Lack of goal alignment and meaningful, appropriate rewards

Step 4: Answer the following questions:

1. What initiatives need to be accomplished to ensure success?
2. What standards are we striving for?
3. Where can efficiency and productivity be improved by 10% or more?
4. What do our customers expect from us?
5. Are customer expectations and specifications changing and how can we respond?

Step 5: Prioritize the goals:

1. Which goals are valued the most?
2. Which have the greatest impact on productivity, performance and profitability?
3. Which are most challenging?
4. In what sequence should they be tackled?

Step 6: Set the process:

1. Break each goal down into specific steps – with clear outcomes
2. Plan the implementation of those tasks – with time tables
3. Gather necessary resources
4. Execute the plan and track the results

Step 7: Overcome the common managerial obstacles of:

1. Thinking everybody is already doing their best
2. Focusing on the procedures rather than the results
3. Framing challenging goals in vague terms

Step 8: Track Progress

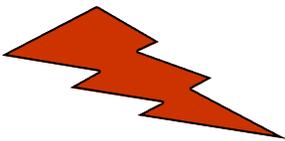
1. Update people regularly
2. Face problems to progress quickly and brainstorm solutions
3. Celebrate milestone accomplishments

Step 9: Review everything afterwards:

1. What worked? What didn't?
2. Did we get the anticipated payoff?
3. What would we do differently?
4. Were resources and authority allocated correctly?
5. What lessons can we apply to the future?

LEARNING SUMMARY

- Thanksgiving is not simply an annual holiday, but a daily practice of giving thanks. This practice is at the heart of creating joy .
- Ethical decision making and behavior form character.
- Character coupled with competence equals influence.
- You can tell a lot about a person by the questions they ask.
- Worthy outcomes are most often preceded and initiated by goal setting.



Inspirational Resources:

- *Leading for Results* newsletter
- *John Maxwell*
- *FIRSTdraft* Newsletter
- *Ron Fry*
- *The Manager's Toolkit*

